

USAID AgriFUTURO Program
REPUBLIC OF MOZAMBIQUE

FrutiNorte & FrutiCentro

Final Assignment report

Teodósio Júlio Bule – Consultant
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1. Introduction

This report refers to the current stage of the development of FrutiCentro and FrutiNorte, two fruit and nuts value chain associations in the Beira and Nacala corridors, respectively. The aim of the present report is to provide the AgriFUTURO Program with a clear image of the actual state of development of the associations, following long process to establish them.

At some point the report is referred to as a *final report*. This is due the fact that this represents a final report from the consultant's perspective, for the present consultancy is long overdue.

The report begins with a general assignment's overview, following with the actual description of the current situation of the two associations, and finally some conclusions and recommendations are presented. The major recommendation is that both associations are still in need of external support.

2. Assignment's overview

The present assignment, which was initially planned to be undertaken during the period of September, 2011 to January, 2012; is related to Strengthening of Fruit Value Chain Associations in the Beira and Nacala Corridors, respectively. The purpose and objective of the assignment is as follows:

AgriFUTURO, within its FY11 work plan, under component 1, Activity 1.1.2 Develop value chain associations, proposes to work with targeted value chain associations and transform them into Integrated Value Chain Associations by integrating all stakeholders of the value chain from input suppliers, producers, processors, transporters up to exporters.

Under the supervision of the Abt Associates Enabling Environment Director, Carlos Moamba, the Subcontractor, using stakeholder participation method had the task of developing sound sustainable strategies and register fruit value chains' associations of the Central zone of Mozambique (FrutiCentro) and for the Northern zone of Mozambique (FrutiNorte). The Subcontractor had also the task of completing pre-diagnosis of each of the targeted value chain associations to determine in which areas to focus organizational development strategic work, namely:

- a) Analysis of the existing strategic plans of each value chain association;
- b) Complete a SWOT analysis of the associations in terms of organization and sustainability;
- c) Based on the analysis, complete/develop or improve each value chain strategic plans; which include:
 - Clear vision and mission of each of the value chain associations;
 - A training plan for the members of each of the value chain associations;
 - Best models proposed for the organizational structure and management of each of the value chain associations;
 - Training needs of the members of each value chain associations;
 - Sustainability plan (resources: finance, staff, etc);

- d) Organize necessary paper work for the registration of each of value chain association;
- e) Register each Value Chain Association;
- f) Develop a coaching and monitoring plan for each Value Chain Association.

The Subcontractor had to submit to the Enabling Environment Director, the following:

- a) Inception Report of the Assignment, outlining the final report work methodology;
- b) Comprehensive detailed pre-diagnosis report for each value chain association;
- c) Strategic Development Plan; which includes: strategic lines of the Organization, training plan for the members and partners, sustainability plan, organizational structure and coaching and monitoring plan;
- d) Legal registration documents of each value chain association or complete process for further registration of the target for the case of Association of the fruit growers of the Northern Mozambique.

The work methodology for the assignment was naturally grounded on the concept of business partnerships; which refers to the capacity of the various chain participants to coordinate efforts, resources and skills, to jointly solve problems and make the most of opportunities (FAO, 2006). Under this project, the concept of business partnership is that of establishing new entities (the value chain associations). However, according to the same FAO document, a business partnership should be seen as a process rather than a product or outcome, given the dynamic and changing nature of terms of trade, objectives, targets and expectations between the parties.

The comprehensive and detailed pre-diagnosis analysis of the associations followed also a well grounded theoretical background of business partnership modalities, focusing particularly on those related to producer associations. Respective reports were separately submitted and approved, namely in October 2011 for FrutiCentro and in November 2011 for FrutiNorte.

Monitoring reports were also submitted and approved, namely one in February 2012 for FrutiCentro; and in a regular basis up until today for FrutiNorte, given the fact that the process of creating this association is still under way.

3. Final report on FrutiCentro

3.1 FrutiCentro's current situation

FrutiCentro has formally approved by the Governor of Manica Province, officially in February 2012, following a long process of misunderstandings with local authorities. Such misunderstandings were adequately documented in the monitoring report submitted in February 2012. Please note that due to financial constraints, the publication on the Boletim da República has not taken place yet.

However, FrutiCentro has now a legal basis from which to exist and work. Following the approval for registration of the Association, the Committee met to renew the plan of action. The Association is now fully operational, currently formalising the membership of the 27 that initially manifested the interest of becoming members of the Association once it was registered; and attracting the other potential 40 members already identified.

FrutiCentro is already providing services to its members, and organises activities for the members regularly, such as field visits, with a view to capacitating farmers in new technologies and innovative procedures, as well as other information of interest for the members. The Association holds

currently an advertising mailing list; in which there are about 100 people on such mailing list. They only receive the classified newsletter and field-day invitations.

The classified newsletter is emailed out every 2 weeks. It is becoming more and more popular. So far it has helped several people with employment and is a great way to market and advertise.

This year, FrutiCentro wishes to hold field-days every 2 months, hoping to hold the first one in February. The field-days are very beneficial. Last year the Association held 4 field-days in the last 6 months of the year; all of which were well attended.

With regards to applications to join the Association, all sub-tropical fruit farmers are automatically accepted as members upon application. However, non farmer membership applications, although very welcome, will be subject to Board approval. This is a significant improvement in terms of the right to become a member of the Association, for the Board of Directors is no longer entitled to reject application from sub-tropical fruit farmers.

3.2 The way forward for FrutiCentro

FrutiCentro has achieved an important level of its development as an association that promotes the development of fruits and nuts in the Beira corridor. It is already registered, and soon it will be published in the Boletim da República. It only needs to fully put in practice its newly updated plan of action, and creatively attract new members. This can be done, for example, through a creative approach to its well attended field visits.

4. Final report on FrutiNorte

4.1 FrutiNorte's current situation

FrutiNorte is not formally registered yet. The Cabinet of the Governor of Nampula, in its **Nota nº 548/GGPN/EXP/SIC/023/72**, referred to November 9, 2012; informed the Association that the Governor has not approved the legal registration of the Association. Such document does not specify why the Governor did not approve the legal registration of the Association; it only states that the Association's request does not comply with the legal procedures for the establishment of an association. FrutiNorte submitted the request for approval in October 30, 2012.

Following a further enquiry, the Governor's Cabinet informed the following:

1. The process submitted by the Association did not include ID copies of the members of the Association;
2. The process should have been submitted to the Department of Justice in Nampula, and not directly to the Cabinet of the Governor;
3. Being a regional organization, its approval is not provided by the Governor of Nampula.

The process of establishing FrutiNorte is facing enormous challenges, including a series of misunderstandings involving both the future members of the Association and the focal points in Nampula. Stakeholders at local level were not able to separate FrutiNorte from a working group on fruits and vegetables that is underway in the region; and stakeholders do not read the documents

we submit to them. Now is the Governor's Cabinet that does not understand the process, so we are now transferring it to Maputo, so that the registration of the Association will be approved directly by the Minister of Justice.

Following my last field visit in 14 to 19 August 2012, it was possible to overcome most of the misunderstandings, and finally on August, 28, the following group of 11 members, representing the provinces of Nampula, Niassa and Cabo Delgado, gathered in their first General Assembly (GA), and approved the Constitution of the Association:

- 1- Américo Uaciquete (Nampula)
- 2- Constantino Pirai (Nampula)
- 3- Gastão Compta da Silva (Nampula)
- 4- Geraldo Paulo Chizango (Niassa)
- 5- João Carlos Henriques (Nampula)
- 6- José Verde Galaua (Nampula)
- 7- Miguel António Ornelas Fortes (Nampula)
- 8- Mohamed Shahid Momade Sidique (Nampula)
- 9- Ussumane Jiade Amade Miquidade (Nampula)
- 10- Luís Fernando da Silva Augusto (Cabo Delgado)
- 11- Rodrik Kutinyu (Nampula)

Following legal procedures, the minutes of the GA were submitted to the Department of Justice at provincial level in Nampula, with a view to its authentication, and during the following four weeks, the members of the Association presented themselves to the authorities and signed the documents. Luis Fernando da Silva Augusto and Rodrik Kutinyu did not sign the documents, for no plausible reason.

This may lead to an addendum, in which the Association will replace one of the above mentioned names by the Consultant's name, Teodosio Bule, and thus complete the mandatory number of founding members of the Association, if the Ministry of Justice requires it. By now, we are submitting to the Minister of Justice the same letter we submitted to the Governor of Nampula, accompanied by an explanatory letter from the consultant or from the founding committee of the Association.

For approval and legal registration of the Association we need the following elements:

- A letter to the Minister of Justice directly signed in the Department of Justice by all founding members;
- Certificate of the Reservation of the Association's name;
- The Constitution of the Association;
- The Minutes of the Association, in which is indicated the nomination of the Board of Directors of the Association;
- Authenticated copies of ID and Criminal Certificates of all founding members of the Association.

Assuming that the authenticated signatures previously used to address the same letter to the Governor of Nampula will be accepted by the Department of Justice in Maputo, the only item lacking

so far to complete the above list is the last one, the authenticated copies of ID and Criminal Certificates of all founding members of the Association.

4.2 The way forward for FrutiNorte

The following immediate steps are ought to be taken for the success of FrutiNorte:

- Conclusion of the process of registration of the Association in Maputo. This requires a letter to the Minister of Justice. However, it may require also from founding members to go through the whole process of signing the letter again.
- Realization of a General Assembly to elect the bodies of the Association, within 45 days following the legal registration of the Association;
- Completion of the design of the Strategic Plan; which is attached to the present report;
- Development of a coaching and monitoring plan for the Association, according to the Strategic Plan;
- Regular assessment of training needs of the members of the Association and subsequent elaboration and administration of tailor-made training plans. For this year, it will be needed to administer at least 3 training programmes;
- Advocacy and campaign to attract new members for the Association, particularly during the immediate period following the registration of the Association.

The Association will fully need external support for the accomplishment of the above listed activities.

5. Conclusions and recommendations

From the above presented, we conclude that the registration process for FrutiNorte is delayed. The main reason for the delay is attributable to the Government authorities, but also to members and the team's weak flexibility. However, we are now much closer to a successful completion of the process of registration.

The major recommendation for FrutiNorte is to proceed with the process of registration of the Association in Maputo. However, the speed of the process depends now on how flexible and fast will be the founding members of the Association in providing us with their copies of ID and criminal record certificates for registration of the Association.

With regards to FrutiCentro, we would recommend to keep in track with its newly updated plan, and enhance its advocacy campaign to attract new members, taking advantage of the well concurred field visits to creatively guarantee that the attendants actually join the Association. This association may also need external support in this initial stage of its development.